Headquarters, Air Force Doctrine Center

AFDD 2-8

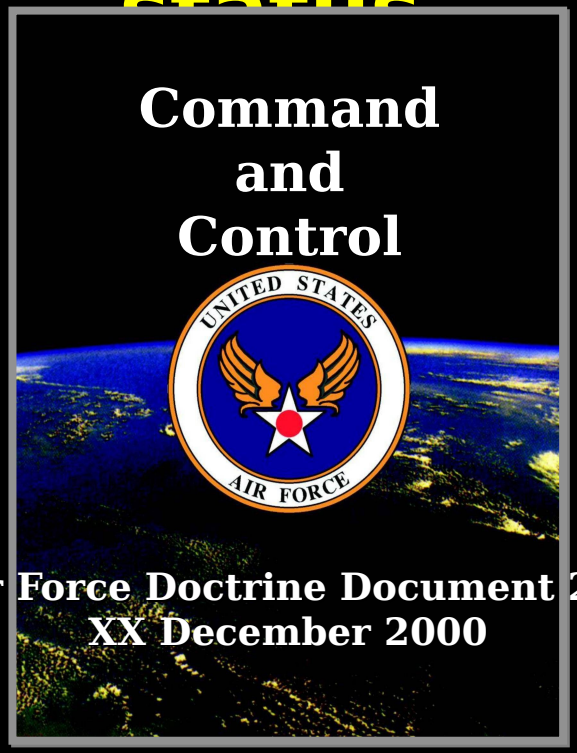
Command and Control

U.S. AIR FORCE

Headquarters, Air Force Doctrine Center

PURPOSE:

Provide overview and current status



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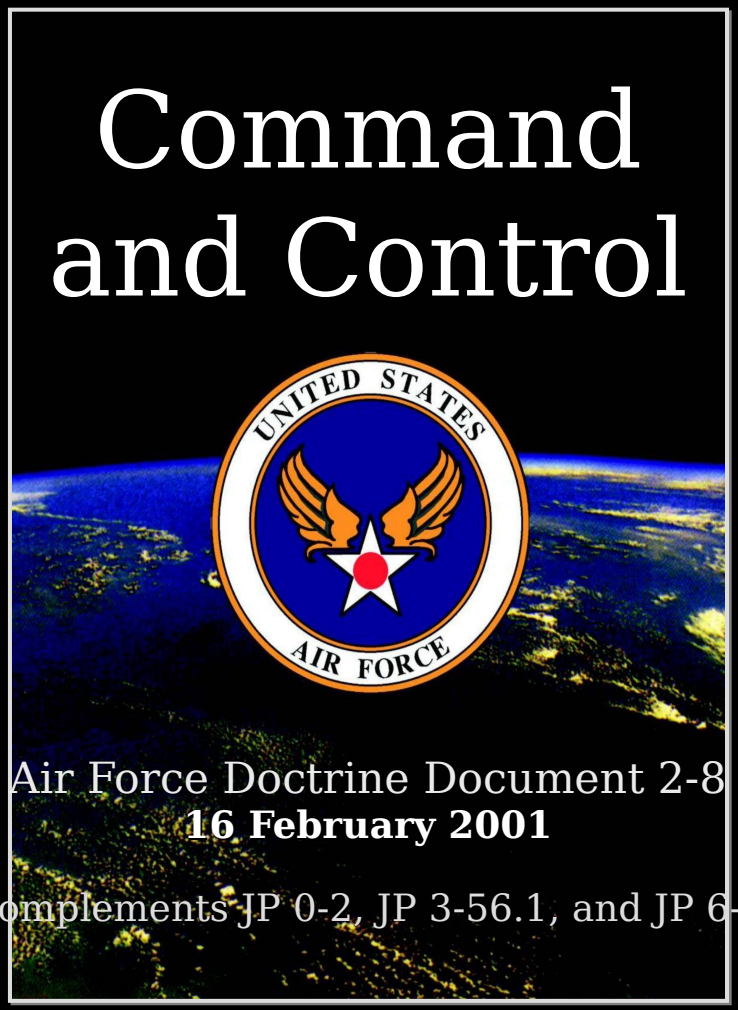
Presentation Overview

- **Doctrine Update (slides 4-15)**
  - sent to all AF Generals, Jun 01
- **Oct 00 briefing given to CSAF (slides 16-32)**
  - Background
  - Command and Control Doctrine Construct
  - Highlight Foundational Doctrine Concepts
  - Current Status

Doctrine Update: AFDD 2-8
Command and Control


Command and Control
UNITED STATES AIR FORCE
Air Force Doctrine Document 2-8
16 February 2001
Complements JP 0-2, JP 3-56.1, and JP 6-0

- **Purpose of AFDD 2-8:**
  - Discusses principles and tenets of command and control essential to planning and executing missions by senior commanders
- **Applicability of AFDD 2-8**
  - COMAFFORs /JFACC
  - Commanders/Staffs
  - All Airmen

Doctrine Update: AFDD 2-8 *Command and Control*

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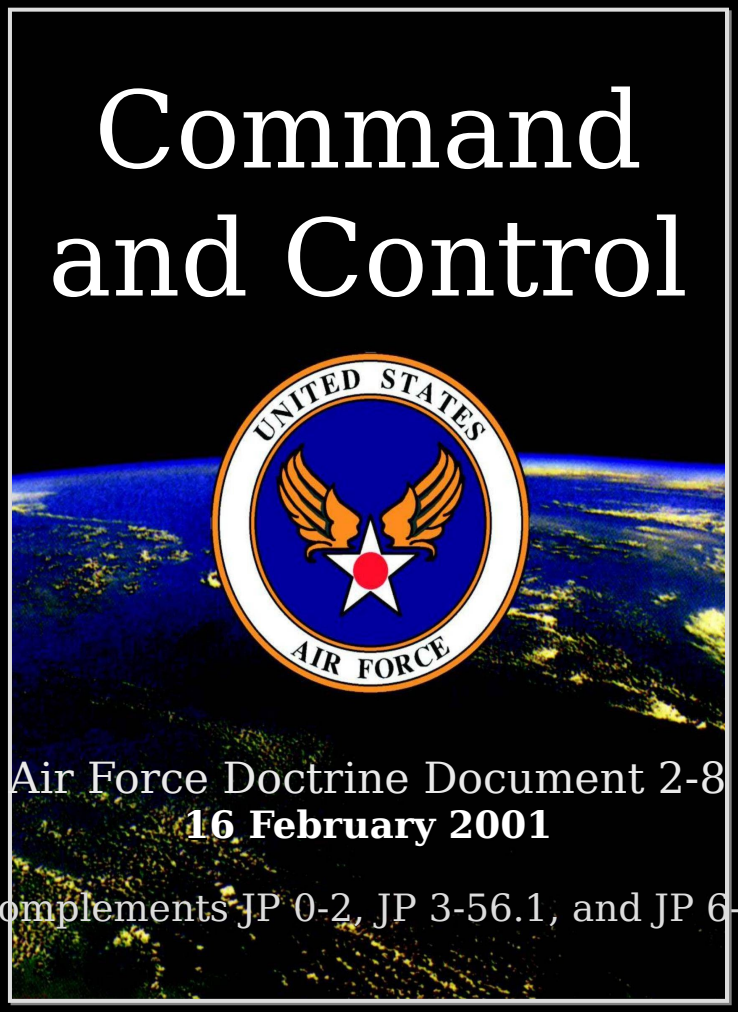
Command and Control
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Five Chapters

1. Foundations
2. C2 Planning Process
3. AF C2 Ops:
   - Reachback
   - Distributed Operations, &
   - Split Operations
4. Equip & Prepare Operators
5. Conclusion

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Command

- The authority that a commander in the Armed Forces exercises over subordinates by virtue of rank or assignment. (AFDD 2-8)
  - From an organizational perspective in the Air Force there is one commander who is identified by a G-Series Order
  - In an ad-hoc situation, the commander is the senior ranking member of the “Line of the Air Force”

Control

- **Control : The process by which commanders plan and guide operations. (JP1-02)**

- **Combining the two definitions yields this simplified description:**

  Command and Control (C2) means a Commander exercises authority through a process to accomplish a mission.

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Reachback

- Reachback is a generic term for obtaining <u>forces</u>, <u>materiel</u>, <u>information</u> and other ***combat support*** from organizations not forward-stationed/forward-deployed.

- A formal supported/supporting command relationship is desirable but not required between forward and rear units.

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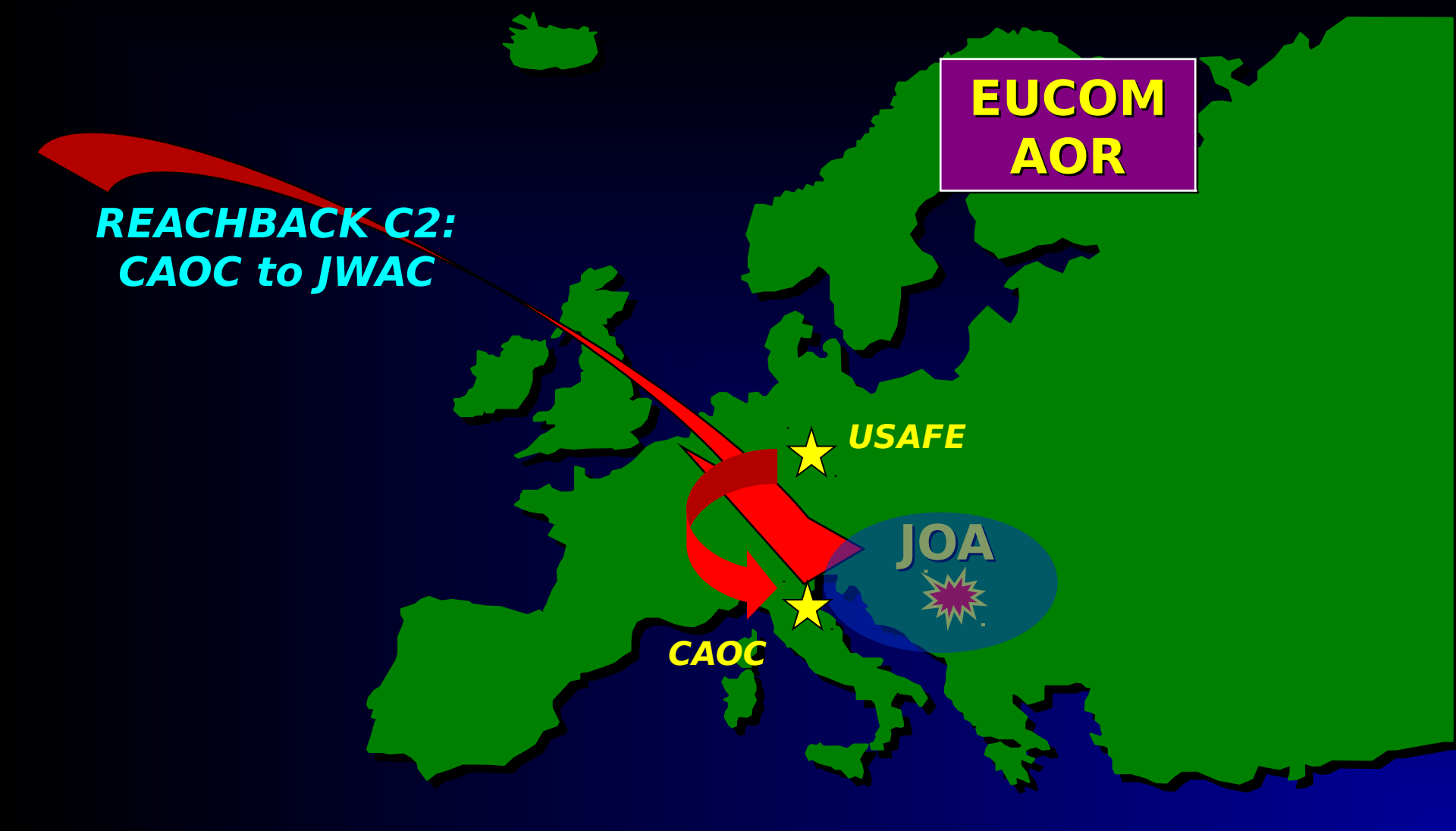
Reachback C2 in AWOS



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Distributed Operations

- Operations conducted by geographically separate units as part of an engaged team effort.
- Distributed operations occur when separate units participate in the operational planning and/or decision making process for the engaged commander.
- These units should normally be placed in some command relationship to the engaged commander by an Execution

Distributed OPS C2 in AWOS

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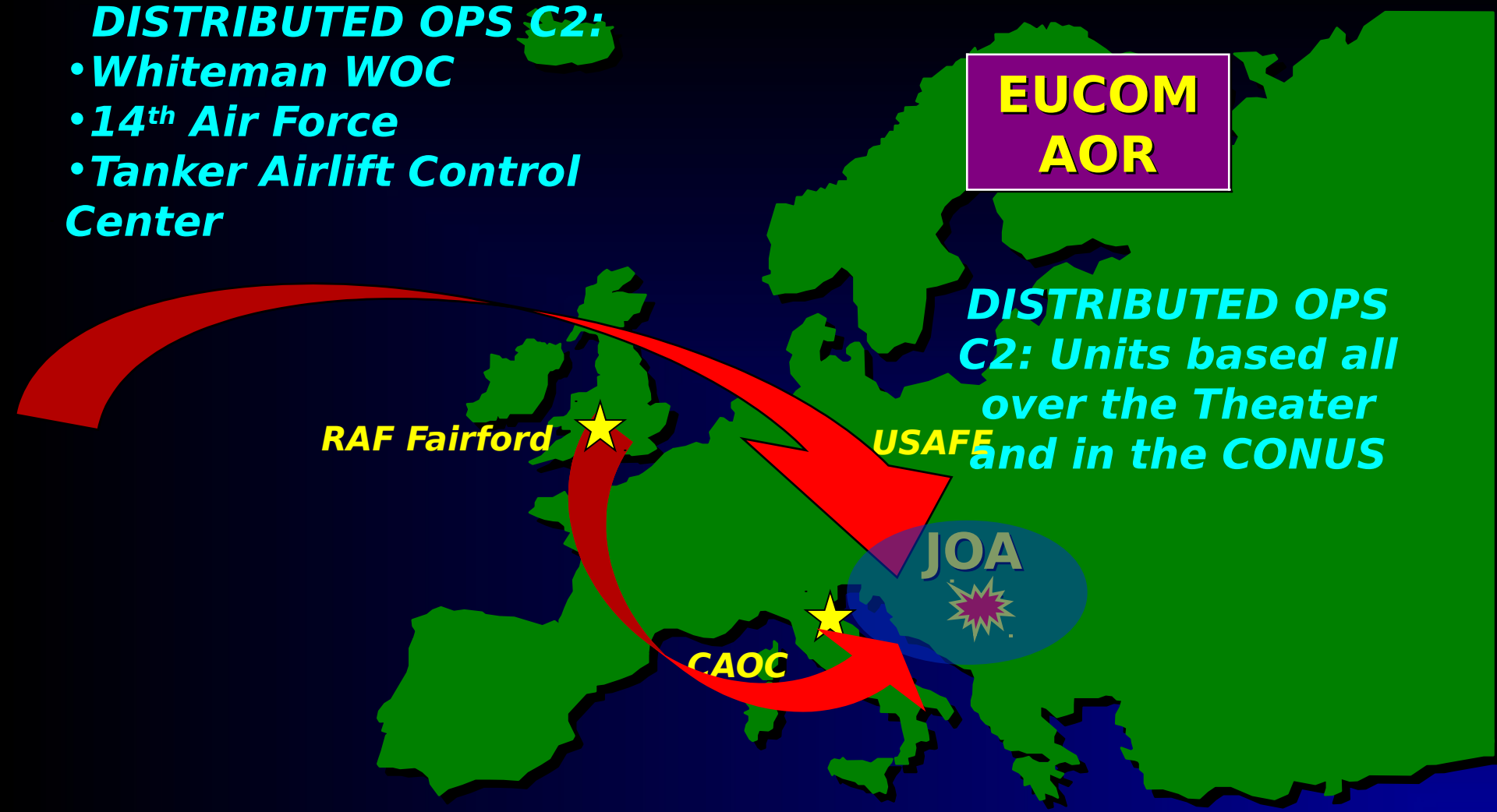
DISTRIBUTED OPS C2:

- **Whiteman WOC**
- **14th Air Force**
- **Tanker Airlift Control Center**



Split Operations C2

- Split operations are one type of distributed operations where a command and control entity, like an AOC, is divided between two or more geographic locations with each contributing to the command and control process and product like the Air Tasking Order.
- Split operations should have a *single commander having oversight* of all aspects of the split C2 operation. The commander should have the same command relationship over the separated parts of the single entity as if it were located in one spot – normally OPCON.

Split OPS C2 in AWOS

The Total C2 Picture in AWOS

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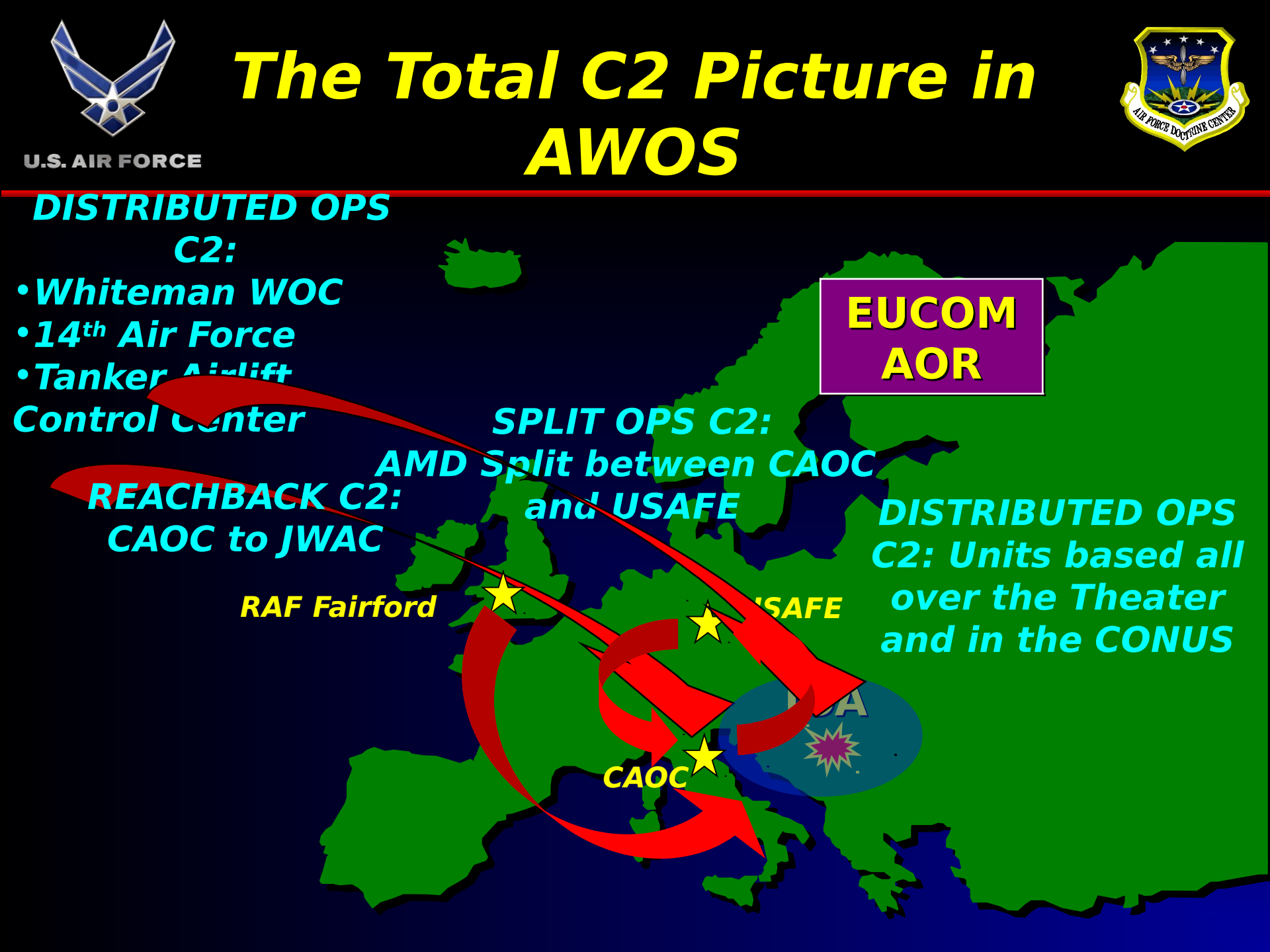
DISTRIBUTED OPS C2:

- Whiteman WOC
- 14th Air Force
- Tanker Airlift Control Center

REACHBACK C2:
CAOC to JWAC

SPLIT OPS C2:
AMD Split between CAOC and USAFE

DISTRIBUTED OPS C2: Units based all over the Theater and in the CONUS



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Conclusion

- **AFDD 2-8 is available.**
- **Reachback, distributed operations, and split operations are practiced today and appear similar, but are distinctly different operations.**

"He who has the capability to control the forces, the battlespace, and the effects must inevitably command."

Gen Ryan, CSAF

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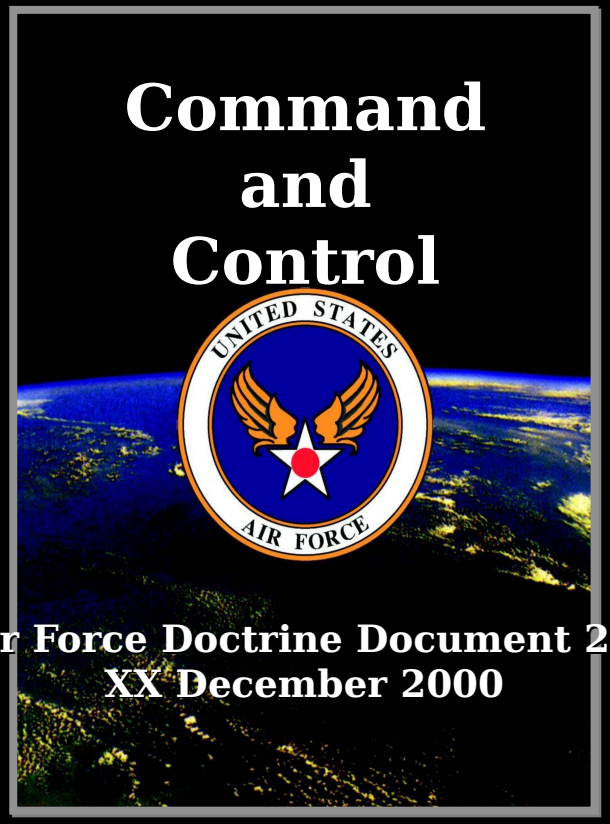
AFDD 2-8, *C2* Background



- Concept Approval, Sep 98
- First Draft, Jul 99
- Review and Comment, Sep 99
- Final Coordination, Nov 99
- Doctrine Summit, Dec 99
- Reachback C2 and IO included, Jul 00
- CSAF Presentation, Oct 00
- Incorporated AF/CCE changes, Dec 00
- CSAF Signed, 19 Feb 01

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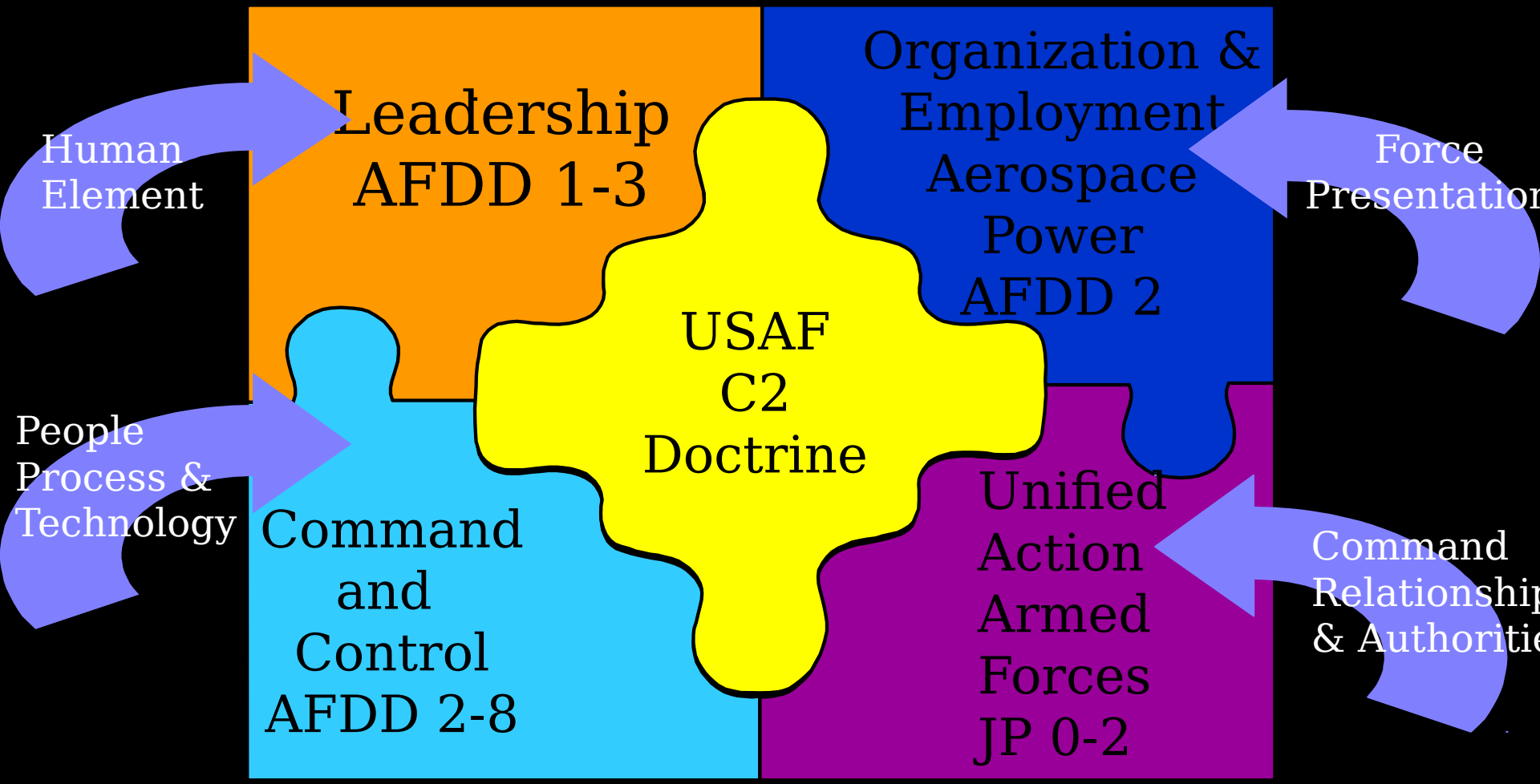
C2 Doctrine Construct


Human Element
Leadership AFDD 1-3
Organization & Employment Aerospace Power AFDD 2
Force Presentation
USAF C2 Doctrine
People Process & Technology
Command and Control AFDD 2-8
Unified Action Armed Forces JP 0-2
Command Relationship & Authoritie

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Tackles These Questions

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- What are the C2 definitional basics?
- What is the C2 planning process?
- How does the US Air Force conduct C2 operations?
- Who has what responsibilities?
- What do the command structures look like?
- How do we equip and train the operators?

"A C2 handbook for the COMAFFOR and his

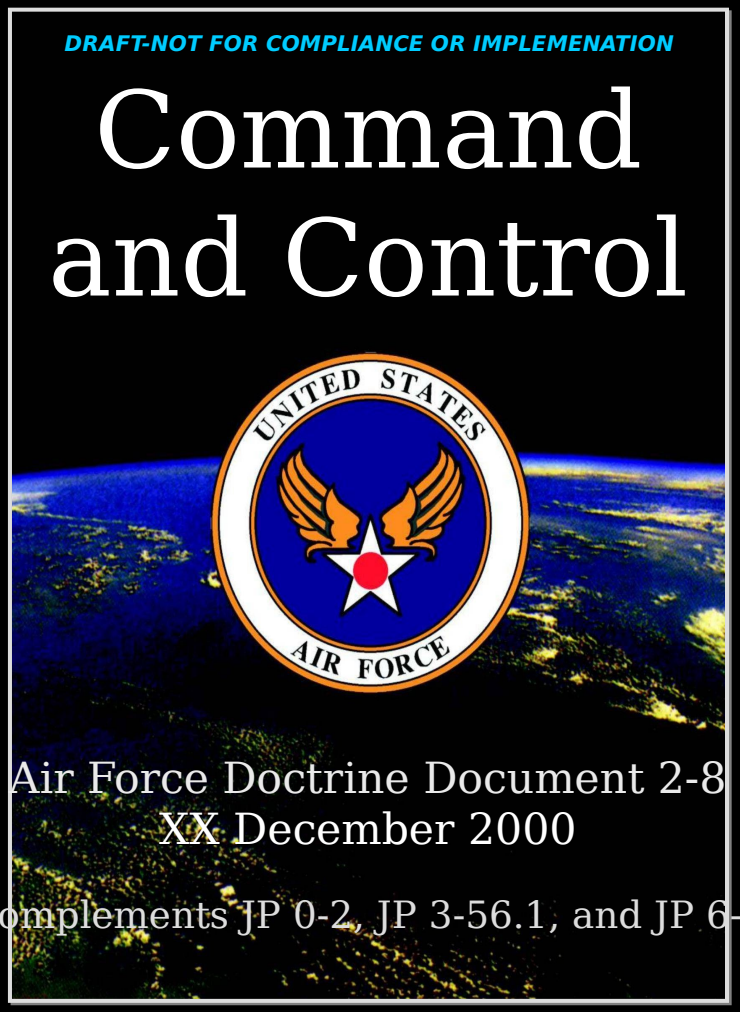
AFDD 2-8, CSAF Foreword

Command and control operations are an integral part of warfighting. Leveraging the strength gained from air, space, and information operations demands responsive and robust command and control. With it we have decision dominance and without it we risk being out-maneuvered and potentially ineffective.

Effective command and control is central to delivering Air Force capability to the joint team. Increasingly, airmen are called upon to contribute their perspective, broad insight, and a distinct understanding of the global environment, theater battlespace, operational strategies, and tactical employment necessary to support joint force commanders. *It allows our forces to control what moves through air and space; engage adversary targets anywhere, anytime; control and exploit information to our nation's advantage; deliver desirable effects with acceptable risk and minimal collateral damage; rapidly position forces anywhere in the world; and sustain flexible and effective combat operations.* Understanding the contents of Air Force Doctrine Document 2-8, *Command and Control,* will assist airmen in planning and executing effective aerospace operations.

The seamless integration of air, space, and information operations is only feasible through well-planned and executed command and control. **Airmen must seize and maintain the initiative made possible by our nation's being a global aerospace power. Take time to read our doctrine, understand it, and use it—this is important.**

AFDD 2-8
Command and Control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Command and Control
UNITED STATES AIR FORCE
Air Force Doctrine Document 2-8
XX December 2000
Complements JP 0-2, JP 3-56.1, and JP 6-0

Five Chapters

1. **Definitional Foundations**
2. **C2 Planning Process**
3. **C2 of USAF Operations**
4. **Equip and Prepare the Operators**
5. **Conclusion**

Distributed Operations (Includes Split Ops)

Distributed operations occur when independent or interdependent nodes or locations participate in the operational planning and/or operational decision-making process to accomplish goals/missions for engaged commanders. While the relationships may vary according to the nature of the operation, the design of a distributed operation should enable a more survivable C2 network through distribution of tasks and information.

In some instances, the commander may establish a formal supported/supporting relationship between distributed nodes. In other instances, distributed nodes may have a

The method and means for controlling forces have changed, but military leaders have always distributed their operations between multiple echelons. What has changed in recent years is that technology enables more participants from greater distances to create and manage

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Split Operations

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Split operations is a type of distributed operations.

It is usually used to describe those distributed operations conducted by a single C2 entity physically split between two or more geo-graphic locations.

The commander (normally the forward-deployed COMAFFOR) should have the same degree of control over these operations as if they were forward-deployed.

For example, sections of the ATO may be developed from a rear area or backup operation center to reduce the deployed AOC footprint. In this case the AOC, the single C2 entity, is geographically-separated and is a split operation.

Reachback Compared to Distributed Operations

Although distributed operations are similar to reachback, there is one major difference. Reachback provides combat support—forces, materiel, or information from a rear area. **A distributed operation indicates that some operational planning and/or operational decision-making is being shared.** For example, sections of the ATO may be developed from a rear area or back-up operation center to reduce the deployed AOC footprint. This is a distributed operation, that when geographically separated, we refer to as split operations. Information technology advances may further enhance distributed operations. *It is critical to note that the goal of effective distributed operations is to support the operational commander in the field; it is not a method of command from the rear.*

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C2 Foundations
Chapter One

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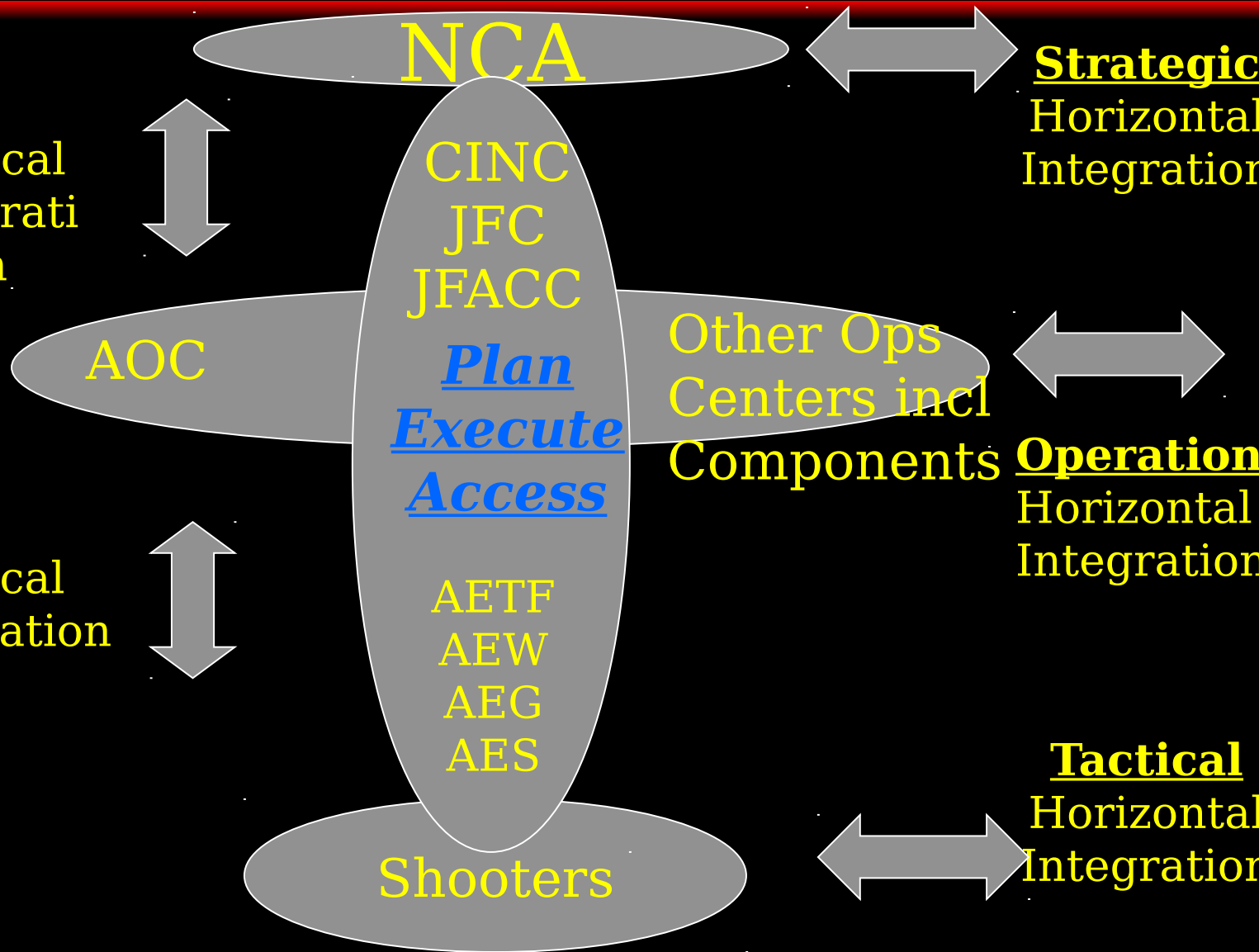
- **Key Definitions**
  - C2 defined (use C2 functions to exercise authority over assigned and attached forces)
  - Command (legal authority & responsibility)
  - Control (process to plan & guide operations)
  - C2 functions (plan, direct, coordination, & control)
  - C2 Systems (sensors, data processors, decision tools, operators, maintainers, and the interconnecting communications to enable commanders to conduct operations with unity of command and effort)

C2 Principles and Tenets Chapter One

- **Unity of Command**
  - Unity of command leads to unity of effort
- **Centralized control and decentralized execution**
  - Airmen firmly believe in the tenet of centralized control and decentralized execution that is fundamental to integrating and orchestrating aerospace power
- **Informed and timely decision making**
  - Accepting and taking reasonable risks to achieve mission success is necessary for successful command

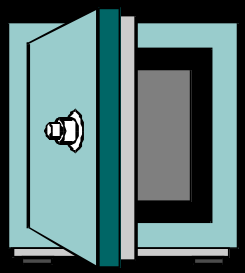
Information Integration

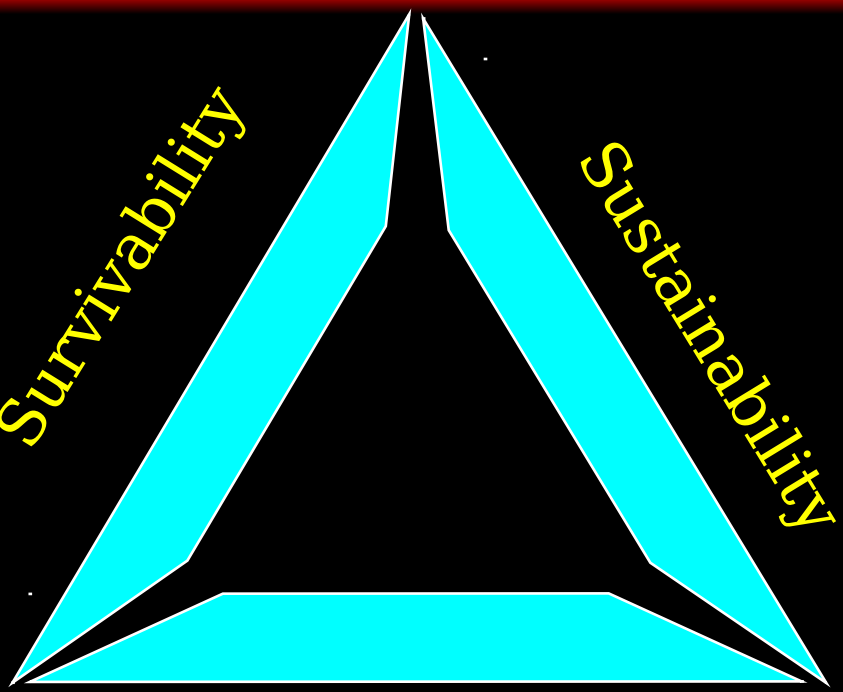


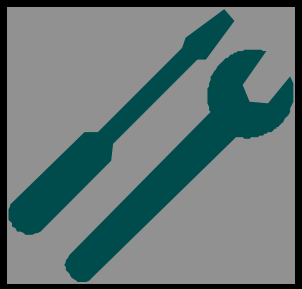
C2 Planning, Processes, and Systems, Chapter Two

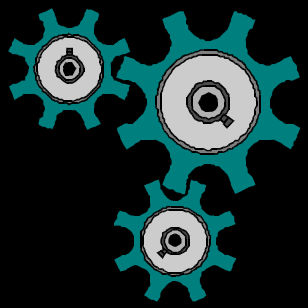
- **Planning and Deciding**
  - Match objectives with resources, emphasize commander's estimate process
- **How Decisions are made**
  - Dynamic decision process (data to information)
- **C2 Characteristics support**
  - Interoperability (flexibility, versatility)
  - Sustainability (maintainability, redundancy)
  - Survivability (cost, risk, and benefit factors)

C2 Characteristics





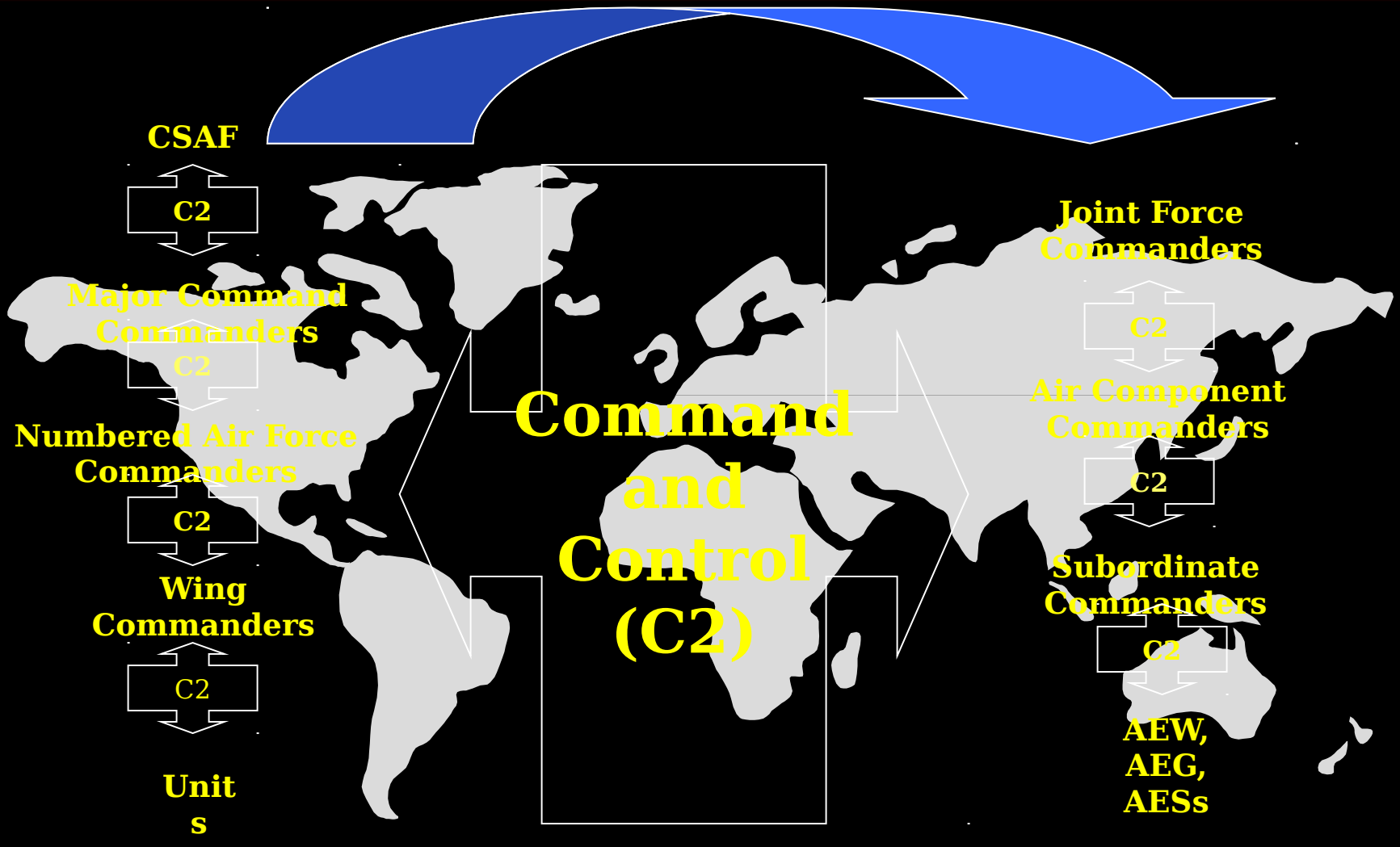




C2 in US Air Force Operations, Chapter Three

- C2 in US Air Force Operations
  - EAF Operations
  - Theater Operations
  - Reachback Operations (doctrine summit tasker)
  - Combat Support Operations
  - Nuclear Operations
  - Space Operations
  - Air Mobility Operations
  - Special Operations
  - Information Operations (doctrine summit tasker)

C2 in US Air Force Operations



Equipping and Preparing C2 Operators, Chapter Four

- Equipping C2 Operators
- Training C2 Operators
- Training Responsibilities
- C2 Exercise Training

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Conclusion, Chapter Five

The objective of aerospace C2 is to use available forces, at the right place and time, to optimize the aerospace attributes of vigilance, reach, and power thereby ensuring decision dominance over adversaries. The enabler of this objective is proactive horizontal and vertical information fusion within aerospace operations centers. *Unity of command is measured by the effectiveness of C2. A commander makes warfighting decisions.* Centralized control is the responsibility of commanders as they are held accountable for all actions. Paralysis of friendly C2 is the aim of the adversary. C2 systems allow the decentralized execution of tasks as a way to avoid command paralysis. Commanders who empower subordinates foster initiative that overcomes the uncertainty of war.

Making timely and informed decisions is at the heart of C2. The information age, however, threatens to overload commanders with information that severely challenges their abilities to make timely and effective battlefield decisions. *The identification of mission-essential information is paramount to success. Success also requires an understanding of how the commander's estimate of the situation, course of action selection, and subsequent detailed plans are formulated and executed under real-world conditions.* The end product of the planning process is a plan that effectively integrates aerospace power into joint and multinational operations.**Command and control experimentation, innovation, and training are essential to harness the revolution in military affairs.** Technology now makes distributed C2 operations possible. How well a commander orchestrates aerospace expeditionary force operations may be a new measure of the "genius of the commander."